

Sahuarita **STRATEGIC PLAN**

2014 - 2017



ECONOMIC DEVELOPMENT



INFRASTRUCTURE



PLANNING FOR OUR COMMUNITY'S FUTURE



ORGANIZATIONAL EFFECTIVENESS



QUALITY OF LIFE





Dear Fellow Sahuaritans:

Sahuarita is a Town on the move. Incorporated in 1994, with a population of approximately 3,200, the Town has grown rapidly to 30 square miles with a 2010 census population of 25,259. We are one of the fastest growing communities in Arizona.

The Citizen Survey, conducted in 2013 identified that citizens want to see the local economy expand with recruitment of more businesses and job opportunities. Park development, major street improvements, and low crime rates over the past five years have created an attractive community, drawing people to the area to raise families and enjoy their retirement years. As reflected in the Citizen Survey, 89% of participants rated Sahuarita as an excellent or good place to live.

There are numerous planning efforts underway on various plans such as the General Plan, the Sahuarita East Conceptual Area Plan, the Major Streets and Routes Plan and Access Management Guidelines, and the Pima Regional Trail System Master Plan. Development opportunities have come to the forefront with Sahuarita Farms and the Rancho Sahuarita Community Facilities District.

Important future service delivery opportunities with respect to wastewater and recreation are under consideration. Excellent organizational effectiveness is vital to achieving goals related to offering business friendly services, building a financially resilient government, identifying ways to advance the use of technology in the delivery of services, attracting and retaining highly qualified employees, monitoring for continuous improvement, and effectively operating Town-owned infrastructure. Most importantly, the Town of Sahuarita is committed to maintaining a high quality of life that makes Sahuarita a community of choice for residents and for business investment.

Peter F. Drucker, who invented the concept of management by objectives, once said, "Unless commitment is made, there are only promises and hopes but no plans." In simpler terms, Yogi Berra said, "If you don't know where you are going, you'll end up someplace else." The 2014 Town of Sahuarita, Strategic Plan establishes focus areas, goals, and action steps that commit to where we want to go over the next three years. The document represents a disciplined effort to articulate the common goals and actions needed to make progress toward the focus areas identified by the Town Council and staff during the December 2013 Retreat.

There are five aims of the 2014 Strategic Plan:

1. **To provide strategic direction:** Sets goals on where we want to go, indicates where resources are to be concentrated, and gives top priority and attention to strategic goals.
2. **To guide the use of resources:** Allows for sound allocation of human, financial, and material resources.
3. **To set standards of excellence:** Allows us to establish shared values and standards of excellence.
4. **To cope with environmental uncertainty and change:** Allows us to be flexible and determine contingencies for uncertainty and change.
5. **To provide an objective basis for control and evaluation:** Allows tracking of strategic objectives through performance measurement.

The Strategic Plan will be a factor in decision making, staff evaluations, and resource allocation. This document will be at the forefront of each activity and process undertaken by the Town. We anticipate that the Strategic Plan will guide staff in establishing work priorities, improving communication, and empowering us to become more proactive rather than reactive.

In conclusion, our Strategic Plan is about fundamental decisions and actions because choices must be made in order to answer who we are, what we do and why we do it with a focus on where we want to go and how we will get there in the future.

Sincerely,

L. Kelly Udall
Town Manager



ECONOMIC DEVELOPMENT

Continue to grow the Town's economic base bringing in jobs associated with retail, light manufacturing and quality commercial enterprises.



focus area

1

GOAL 1

Expand the Local Economy through a Comprehensive Business and Industry Recruitment, Retention and Expansion Program to Generate Revenues and Provide Job Opportunities for Our Community



- a) Explore opportunities for economic development with Mexico
- b) Strengthen relationships with state agencies and other regional economic development entities
- c) Implement a Town incentive program that utilizes available state and federal incentive program resources
- d) Develop an inventory of existing land and available buildings in our community
- e) Develop and implement a marketing strategy identifying the Town of Sahuarita as business friendly and a preferred place to live
- f) Continue to keep in close contact with our local area businesses and industries to better understand their needs and opportunities
- g) Identify and explore key areas adjacent to the Town for annexation

GOAL 2

Revise the Strategic Plan for Economic Development

- a) Establish a diverse Stakeholder Group to address issues/opportunities and build consensus on recommendations for long-term goals and vision
- b) Work closely with an experienced firm and the community in the revision of the plan

GOAL 3

Promote Tourism of Our Community and the Green Valley Region

- a) Explore and provide events that attract regional attendance
- b) Partner with Town departments to provide adequate staffing for safety and security of events
- c) Work closely with the Green Valley Sahuarita Chamber of Commerce and other regional organizations to promote tourism in our community



INFRASTRUCTURE

*Provide and maintain high quality
and cost-effective Infrastructure.*



focus area

2

GOAL 1

Provide and Maintain Public Streets and Rights-of-Way



- a) Continue coordination with regional stakeholders and agencies
- b) Continue/expand Inmate Labor Program
- c) Implement sign replacement program per Federal Highway Administration (FHWA) rule changes, as applicable
- d) Explore and implement sign design standards indentifiable with Sahuarita
- e) Promote and enhance confidence in multi-modal transportation

GOAL 2

Provide and Maintain Parks, Trails and Recreation Facilities

- a) Research potential funding resources
- b) Solicit input from our residents by conducting a needs survey
- c) Prioritize facility needs utilizing the results of the citizen survey and a replacement assessment
- d) Continue to monitor Lake Park water use and complete remaining repairs
- e) Assist Pima County in establishing Anza Trail

GOAL 3

Maintain and Operate the Wastewater Plant and Collection System to Ensure System Integrity

- a) Update wastewater capacity study
- b) Maintain permit compliance
- c) Implement an inspection and maintenance program for the wastewater collection system

GOAL 4 Provide Effective Management of Town Owned Buildings

- a) Complete post-construction study of Town Hall Complex facilities to minimize energy consumption and maximize efficiency
- b) Explore the use of renewable energy to serve the Town facilities
- c) Provide safety and security for all Town facilities and properties

GOAL 5 Manage Storm Water Drainage

- a) Continue inspection program and permit compliance with Multi-Sector General Permit (Industrial facility)
- b) Continue storm water management coordination with regional stakeholders
- c) Continue to track and implement storm water management regulations



STRATEGIC PLAN



PLANNING FOR OUR COMMUNITY'S FUTURE

*Promote planned growth that fosters high quality
and diverse development, facilitates sustainable
infrastructure and assures quality services.*



focus area

3

GOAL 1

Complete Work on Major Planning Efforts to Guide the Town's Future



- a) Adopt Aspire 2035: Town of Sahuarita General Plan
- b) Adopt the Sahuarita East Conceptual Area Plan (SECAP)
- c) Adopt the Major Streets and Routes (MS&R) Plan and Access Management Guidelines
- d) Adopt the 2010 Pima Regional Trail System Master Plan (version 2012)
- e) Apply Crime Prevention Through Environmental Design (CPTED) involvement in all major plan efforts

GOAL 2

Facilitate Development Opportunities

- a) Evaluate and formulate recommendation to the Mayor and Council on the Sahuarita Farms planning effort
- b) Continue to advance Rancho Sahuarita Community Facilities District development
- c) Evaluate/refine zoning for commercial and employment land uses
- d) Review emerging zoning concepts
- e) Reevaluate Recreation Area Design Standards guidelines
- f) Assure developer funded projects provide necessary infrastructure

GOAL 3

Plan and Pursue Future Service Delivery Opportunities

- a) Implement Sahuarita Wastewater Reclamation Facility Aquifer Protection Permit compliance schedule
- b) Develop recommendations for wastewater service alternatives
- c) Develop recommendations for water service alternatives
- d) Pursue/Maximize renewable water supplies
- e) Evaluate other potential Town services
- f) Develop recommendations for a joint public and volunteer neighborhood cleanup program
- g) Enhance recreation programs through partnerships based on community demand/need
- h) Work with regional partners to determine programming for new Recreation Center facility



ORGANIZATIONAL EFFECTIVENESS

Foster an organizational culture that embraces change, creativity, innovation and calculated risk to ensure proactive, consistent, efficient and accountable service to our community.



focus area

4

GOAL 1

Deliver High Quality, Business Friendly Services



- a) Consistently meet or exceed processing times for planning and building reviews and permits
- b) Develop and enhance online self-service options
- c) Implement on-line customer satisfaction surveys and redesign customer comment correspondence

GOAL 2

Build a Financially Resilient Government

- a) Review and revise the Town fiscal policies to ensure current and best practices are incorporated
- b) Ensure that recurring Operation & Maintenance costs are considered and accounted for when planning for capital projects
- c) Revise the Wastewater Rate Plan to eliminate deficits in the Wastewater Enterprise Fund
- d) Perform long-term fiscal impact analyses on all significant development proposals
- e) Maintain healthy reserves as identified within the Town fiscal policy

GOAL 3

Identify and Seek Opportunities to Expand and Advance the Use of Technology in the Delivery of Services

- a) Develop a five year technological strategic plan for the organization
- b) Commit resources to refresh and upgrade IT systems on a scheduled/periodic basis
- c) Analyze database and GIS systems throughout the Town to assure consistency, integration and effective service
- d) Implement and integrate the Town intranet as a training and communication tool
- e) Analyze capability to move to an electronic document management system
- f) Incorporate technology infrastructure elements into planning documents

GOAL 4 Attract, Engage, and Retain Highly Qualified Employees to Create an Organization of Excellence

- a) Annually evaluate and update total compensation packet to maintain competitive wages and benefits to recruit and retain quality professional staff
- b) Monitor that staffing levels are appropriate to provide internal and external customers with excellent service
- c) Enhance and encourage employee wellness, education and professional development programs
- d) Promote workplace safety practices by providing education and training to ensure the health and welfare of employees and the public
- e) Evaluate methods for fostering employee engagement
- f) Determine effectiveness of our current evaluation system

GOAL 5 Continuous Improvement

- a) Revise monthly key measures to align with Strategic Plan Goals and Strategies
- b) Conduct town wide general service citizen surveys periodically to identify citizen perceptions and expectations
- c) Actively participate in the legislative process to advance the goals of the Town
- d) Enhance civic engagement through online presence, social media and public participation
- e) Provide appropriate professional development to keep staff up-to-date
- f) Maintain an active Town wide volunteer program
- g) Streamline development policies and processes to facilitate development

GOAL 6 Effective Operation of Town Owned Infrastructure

- a) Complete an analysis of Pavement Management activities and develop program recommendations
- b) Continue development of Asset Management System for Town owned infrastructure
- c) Complete an analysis of Wastewater Operations and develop program recommendations



STRATEGIC PLAN



QUALITY OF LIFE

Maintain a high quality of life that makes Sahuarita a community of choice for residents and business investment. Encourage a unified community identity.



focus area

5

GOAL 1

Assure that the Town Continues to be a Safe Community

- a) Enhance community policing through the support of programs, activities and personnel assignments that prevent crime and promote safety
- b) Create partnerships, both internal and external, to provide safe streets
- c) Maintain rights-of-way and public properties
- d) Maintain clean, safe parks and recreation facilities

GOAL 2

Provide Parks, Facilities, Programs and Events that Foster a Healthy Lifestyle and Enhance the Lives of Residents

- a) Analyze and implement strategies to address current and projected parks and recreational program needs
- b) Explore joint facility use with regional partners in an effort to provide efficient use of existing and new facilities
- c) Continue to provide events that bring the community together and establish traditions
- d) Advance the recommendations of the Open Space study

GOAL 3

Incorporate Art and Culture into Town Projects and Events to Promote the Rich, Culturally Diverse History of Sahuarita

- a) Explore adoption of a percent for art requirement for Town capital projects and private development
- b) Seek grant opportunities for public art
- c) Provide information to the public in a physical form about the town's history (Examples include Anza trail signage and Town Hall art)





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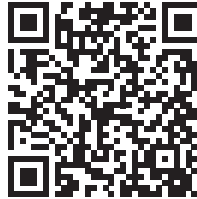
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STRATEGIC PLAN



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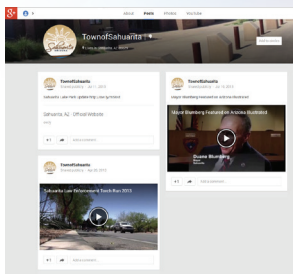
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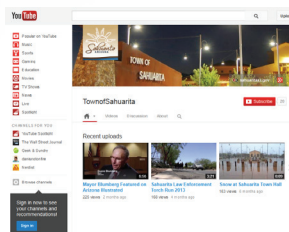
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